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**Review of the United Nations Programme in Public Administration and Finance**

# Review of the United Nations Programme in Public Administration and Finance

## Report of the Secretariat

*Summary*

The present report highlights the major activities undertaken by the Secretariat in 2013 under the United Nations Programme in Public Administration and Finance. It also sets out the strategic framework for the period 2016-2017. The Committee of Experts on Public Administration is invited to review and provide feedback on those activities and on the comments on the strategic framework to the Secretariat, which are intended to assist national and local governments in addressing their current public governance and administration challenges as well as the emerging issues in a globalized world.

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# I. Introduction

1. The Division for Public Administration and Development Management of the Department of Economic and Social Affairs is the principal entity within the Secretariat mandated to implement the United Nations Programme in Public Administration and Finance. It assists States Members of the United Nations in fostering effective, efficient, transparent, accountable, innovative and citizen-centred public governance, administration and services for sustainable development.

2. The present report highlights the major activities undertaken by the Secretariat in 2013 under the Programme for review by the Committee of Experts on Public Administration.

3. The report also sets out the strategic framework for the period 2016-2017. The Committee is requested to review and provide feedback on those activities and on the comments on the strategic framework to the Secretariat, which are intended to assist national and local governments in addressing their current public governance and administration challenges for sustainable development.

# II. Major activities in 2013

4. The activities of the Secretariat in the area of public administration are currently being implemented under subprogramme 8, Public administration and development management, of section 9, Economic and social affairs, in part IV, International cooperation for development, of the United Nations programme budget for the biennium 2012-2013, by the Division for Public Administration and Development Management, with particular regard to the needs of Member States that have requested assistance and of developing countries, especially least developed, post-conflict or post-crisis countries, and countries with economies in transition. A summary of the major activities implemented in 2013 is provided below.

## A. Servicing of intergovernmental and expert bodies

### General Assembly and Economic and Social Council

5. The mandates of the Division are defined by resolutions and decisions adopted by the General Assembly and the Economic and Social Council, inter alia, those pertaining to governance and public administration, information and communications technologies for development and further implementation of the outcomes of the World Summit on the Information Society (see Council resolutions 2012/5 and 2012/28) and the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals (Millennium Summit) (see Assembly resolution 65/1).

6. In its resolution 68/198 on information and communications technologies for development, the General Assembly acknowledged the positive trends in the connectivity and affordability of global information and communications technologies. It also stressed the important role of Governments in the effective use of information and communications technologies in the design of public policies and in the provision of public services responsive to national needs and priorities,

including on the basis of a multi-stakeholder approach, to support national development efforts. It further acknowledged the importance of the Internet Governance Forum for multi-stakeholder dialogue on various matters, including discussion on public policy issues related to key elements of Internet governance. In the same resolution, the Assembly took note of the report of the Working Group on Improvements to the Internet Governance Forum (A/67/65-E/2012/48 and Corr.1) and requested the Secretary-General to submit, as part of his annual reporting on the World Summit on the Information Society, information on the progress made in the implementation of the recommendations contained in the report of the Working Group, particularly on enhancing the participation from developing countries.

**Committee of Experts on Public Administration**

7. The Division provided substantive and administrative services to the Committee of Experts on Public Administration (see www.unpan.org/cepa) at its twelfth session, which was held at Headquarters from 15 to 19 April 2013. The main theme of the session was "The role of responsive and accountable public governance in achieving the Millennium Development Goals and the post-2015 development agenda". The sub-themes covered during the session were "Making public governance work for the post-2015 development agenda"; "Accountability of stakeholders in public governance for development"; and "Creating an enabling environment for the post-2015 development agenda".

8. On the basis of the draft resolution proposed by the Commission, the Economic and Social Council adopted resolution 2013/23, in which the Council reaffirmed that the foundations for sustainable development at all levels include transparent, participatory and accountable governance and a professional, ethical, responsive and information and communications technology-enabled public administration. The Council also stressed the centrality of effective and responsive local governance with sufficient and appropriate authority and resources for sustainable development, and emphasized the need to strengthen governance, public administration and professionalism at both the national and the local levels, to improve the delivery of public services. The Council further encouraged Member States to promote ... public trust and accountability by providing access to information, fostering the use of open government data in public institutions and publicly funded organization and optimizing citizen engagement, including through relevant and ongoing initiatives.

## B. Analytical research

**United Nations Public Administration Country Studies**

9. In further support of the efforts of Member States to improve performance in public administration, development management and e-governance, the Division continues to work on the development of the United Nations Public Administration Country Studies to underpin the importance of public sector reform initiatives. These studies serve to assist Governments in making evidence-based decisions by providing country data and global views on conventional and emerging topics related to governance and public administration, thereby assisting countries in fostering efficient, effective, transparent, accountable, clean and citizen-centred

public governance and administration for the accelerated achievement of the Millennium Development Goals and the internationally agreed development agenda.

10. A flagship publication of the Division, *The World Public Sector Report* brings to the fore in its 2013 edition (forthcoming) a very critical issue: the role of responsive and accountable governance for the post-2015 development agenda. Based on the outcomes of the twelfth session of the Committee of Experts on Public Administration, in addition to contributions from a number of Committee members and the thematic research work undertaken for the country studies, the report provides useful guidance and policy recommendations, addressed primarily to decision makers and practitioners in the field of public administration in developing countries, as well as to other interested stakeholders. The report underscores that responsive and accountable governance, including effective, responsive and accountable public administration, is key to accelerating progress on the Millennium Development Goals and the implementation of the post-2015 development agenda. In this regard, the report may be of interest also in the discussions of United Nations intergovernmental bodies, including the Economic and Social Council, on the development agenda as the target date for achieving the Goals approaches.

**United Nations e-Government Survey**

11. The other flagship publication of the Division is the *United Nations e-Government Survey*, which assesses all 193 Member States with respect to their e-government development and the extent of e-participation (see www.unpan.org/e-government). The reports of the past surveys provided time-series data and an analysis of trends in e-government readiness and development across regions and at the country level, and have become the global benchmark for measuring e-government development.

12. The *United Nations e-Government Survey 2012: e-Government for the People*[1] has been translated into Arabic by the Government of the United Arab Emirates, into Chinese by the E-Government Research Centre of the Chinese Academy of Governance, and into Spanish by the Government of Costa Rica to enable countries in the respective regions to further build their capacities and raise awareness about emerging issues and trends in the area of e-government development.

13. The high level of interest in and impact of the *Survey* is reflected in 182 news articles and web links that highlight the e-government initiatives of Member States and international agencies and organizations.

14. In early 2013, the Division began preparatory work for the 2014 edition of the *Survey*, which looks ahead to the post-2015 United Nations development agenda by stressing the power of information and communications technologies to strengthen good governance and public service delivery. Under the theme "E-government for the future we want", the *Survey* recalls that promoting universal access to public services can make an important contribution to consolidating and achieving development gains. It reiterates that to achieve sustainable development, effective, transparent, accountable and democratic institutions are needed at all levels. The contribution of information and communications technologies to these ends is the main issue underlying the 2014 edition.

[1] United Nations publication, Sales No. E.12.II.H.2.

15. The *Compendium of Innovative Practices of Citizen Engagement by Supreme Audit Institutions for Public Accountability*[2] provides an overview of successful examples of and innovations in the engagement of citizens by supreme audit institutions. It draws from a survey of the membership of the International Organization of Supreme Audit Institutions (INTOSAI) administered before the twenty-first United Nations/INTOSAI symposium, held in 2011, as well as its deliberations. The purpose of the publication is to show, through comparative case studies and analysis, how supreme audit institutions around the world have successfully collaborated with citizens and civil society groups to improve public accountability.

16. The *Compendium of Innovative E-Government Practices* is a compilation of case studies on innovative e-government solutions, services and applications with elements of transferability and adaptability. It covers a wide range of innovative cases that are introduced and successfully implemented by public administration institutions at the local, national and regional levels, and/or in cooperation with national and international development partners. The *Compendium* aims to provide a platform for the dissemination and promotion of best practices to hasten innovations that create public value for citizens, and tackles development challenges in social sectors such as health and education while bridging the digital divide for the vulnerable groups. The forthcoming volume V of the *Compendium* brings the number of cases of best practices in e-government disseminated and shared to more than 600.

**Expert group meetings**

17. In 2013, the Division conducted four expert group meetings to expound on new developments and emerging trends in governance and public administration. The meetings provided forums at which expert knowledge and experience were mobilized to identify critical issues, especially for the post-2015 development agenda.

18. The objective of the expert group meeting on the theme "The United Nations post-2015 agenda: governance, public administration and information technology for post-2015 development" was to further the thinking of the United Nations on governance as an enabler for post-2015 development by exploring and identifying issues and challenges facing both Governments and citizens in their quest for sustainable development. It was held from 3 to 5 July 2013 during the high-level segment of the Economic and Social Council, in partnership with the Centre for Electronic Governance at the United Nations University (UNU) International Institute for Software Technology.

19. The expert group meeting on the theme "the transformative power of e-government: innovative ideas and practical tools for the post-2015 development agenda" was held in Manama from 24 to 27 June 2013. The meeting provided a forum for the experts to exchange views on emerging trends and issues related to the theme of the meeting and to provide advice and recommendations to the Division on finalizing the toolkit on promoting collaborative e-governance.

20. An expert group meeting on the outcomes of the twenty-second United Nations/INTOSAI symposium was held in Vienna from 5 to 7 March 2013. The

[2] United Nations publication, Sales No. 13.II.H.2.

participants at the symposium had deliberated on the subject "Audit and counselling by supreme audit institutions: risks and opportunities, as well as possibilities for engaging citizens", a topic chosen on the basis of a survey carried out among all INTOSAI members. This threefold topic allowed the participants to exchange views and details on new approaches towards audit and counselling by supreme audit institutions, risks in audit, and opportunities to enhance independence, effectiveness and efficiency as well as the possibilities of citizen engagement.

21. A Development Account project expert group meeting on transfer and adoption of innovative practices for improved public service delivery in the least developed countries, organized by the Division, was held in New York on 25 and 26 February 2013. The workshop focused on identifying specific areas of service delivery related to the Millennium Development Goals and the best ways to bring innovative solutions to governance problems through intra- and intergovernmental cooperation.

## C. Knowledge-sharing and training

22. The United Nations Public Administration Network (www.unpan.org) is an online global partnership network of 32 international and regional institutions and United Nations agencies. In 2013, improved access to information and an increase in knowledge-sharing were evidenced by the 82,925,220 page views recorded for the Network and the 632,462 page views recorded for the United Nations Public Administration Country Studies. The Network served as the de facto global network and portal for public administration and governance.

23. The United Nations Public Administration Network and the United Nations Public Administration Country Studies provide information, data and analytical research on conventional and emerging topics related to governance and public administration. As part of the multi-year work on the country studies, research continued in the areas of codes of conduct, national strategies and policies on e-government, e-government development and e-participation indices, legal frameworks and institutions for citizen engagement in public affairs, and open government data on development management.

24. The online training centre of the United Nations Public Administration Network delivers capacity-building courses on various public administration topics (see www.unpan.org/elearning). In 2013, the centre delivered, free of charge, 36 online courses covering various topics related to electronic and mobile government, institution and human resources management in public administration, knowledge management in government and the Millennium Development Goals. The courses are aimed at practitioners, including community leaders, responsible for the formulation and implementation of development policies and programmes, and scholars and students of public administration.

25. In 2013, a course entitled "Principles of e-government" was translated into Portuguese. This course provides background knowledge on the basic concepts of information and communications technology development and e-government. It gives an overview of the evolution of information technology, its content and its applications, with particular reference to e-government.

26. A new interactive online course, entitled "Fundamentals of the *United Nations E-Government Survey*", focuses on what the survey is, how it was designed and for

what purposes. It also features an overview of major trends in e-government, including whole-of-government approaches, multi-channel service delivery, e-participation, usage, bridging the digital divide for vulnerable groups and open government data.

27. During 2013, the interactive courses of the online training centre were delivered to 5,287 participants around the world. The most popular course continued to be "Principles of e-government", followed by "Strategic intelligence".

28. The Measurement and Evaluation Tool for E-Participation Readiness (METEP) was prepared with the aim of creating the context for the development of e-participation. METEP will be an online, interactive tool to assist Member States and decision makers at all levels in developing, monitoring, refining and improving the context within which information and communications technologies can be used to transform government with a view to improving citizen participation. This project was developed in collaboration with the Capstone programme of New York University.

29. METEP was developed in response to a need for greater citizen engagement by all stakeholders, as identified in the outcome document of the United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, in 2012, "The future we want", and the report of the United Nations Task Team on the Post-2015 United Nations Development Agenda, "Realizing the future we want for all". METEP aims to help Member States better understand the use of information and communications technologies for civic engagement and public participation. The outcome of such an evaluation can be an important source of policy and practice recommendations aimed at engaging citizens more directly in key areas of development planning and public management. METEP considers three major building blocks of citizen engagement: (a) providing information to citizens; (b) consulting citizens on development matters; and (c) engaging citizens in decision-making.

30. To strengthen participatory governance, the Division has been conducting research in open government data, specifically in the areas of policy and regulatory frameworks, organizational frameworks, channels and modalities, and case studies. The Division has developed the Open Government Data for Citizen Engagement in Managing Development guidance toolkit[3] to assist government decision makers in implementing, evaluating and sustaining open government data initiatives for citizen engagement. It can be used to understand, design, implement and sustain open government data initiatives. The document is tailored to the needs and is mindful of the constraints of developing countries, but it can be used by anyone interested in opening up data. It contains the core principles of openness, best practices and case studies, checklists, step-by-step guidelines and practical policy. The toolkit introduces the concept of open government data, strategies for designing open data programs, steps for implementing, monitoring and evaluating the related programs, and ideas for sustaining the open data ecosystem. It also provides checklists for assessing open government data readiness, options for open data platforms and information on open data formats.

[3] Available from http://workspace.unpan.org/sites/Internet/Documents/OGDCE%20Toolkit%20v1.13-Feb2013.pdf.

**Capacity-building workshops**

31. Based on the recommendation of the expert group meeting on transfer and adoption of innovative practices for improved public service delivery in the least developed countries, a follow-up capacity-building workshop was held in June 2013 during the United Nations Public Service Awards ceremony.

32. In conjunction with the awards ceremony, four parallel capacity-development workshops were held at which experts presented in the following areas: (a) transferring and adapting innovative practices for improved public service delivery in the least developed countries; (b) promoting collaborative e-governance through innovation and information and communications technologies; (c) fostering participation in the context of the post-2015 development agenda; and (d) transforming public service delivery to advance gender equality, in collaboration with the United Nations Entity on Gender Equality and the Empowerment of Women (UN-Women). The outcomes of the workshops informed a ministerial round table and an intergenerational dialogue that produced concrete recommendations on how to improve public service delivery through collaborative government approaches.

33. An international capacity-building workshop entitled "E-participation: empowering people through information and communications technologies" was held in Geneva in July 2013. The workshop aimed to enhance the knowledge of policymakers, experts and practitioners on e-participation and to enhance the draft version of the online e-participation self-assessment tool METEP. A follow-up national capacity-development workshop on METEP was also organized jointly with the Government of Azerbaijan in Baku in December 2013.

34. Together with the Government of Finland, and in collaboration with the European Commission, the Division jointly organized a capacity-development workshop for government chief information officers and key officials on leading the way in e-government development, held in Helsinki from 28 to 30 May 2013. The workshop provided an opportunity to discuss the latest issues and trends among leading and emerging countries in e-government development.

35. A capacity-development workshop for human resource managers in Africa was conducted in collaboration with the African Association for Public Administration and Management and the Africa Public Sector Human Resource Managers' Network on the theme "Public sector leadership capacity development for efficient and effective management of the public service in Africa". The workshop took place in Kigali from 18 to 22 November 2013. The main objective of the workshop was to exchange ideas and best practices and to explore strategies for strengthening the role of human resource managers in the public service sector in Africa. An additional workshop on innovation and performance evaluation in Africa and the role of human resource managers, organized jointly with the Africa Public Sector Human Resource Managers' Network, was held in Addis Ababa from 11 to 13 December.

36. A capacity-building workshop on innovation in e-government, organized jointly by the Ministry of Information Technology and Communications of the Government of Colombia and the United Nations Development Programme (UNDP) in Colombia, was held in Bogota on 28 and 29 November 2013. The participants reviewed and analysed approaches and best practices of e-leaders in responding to the challenges of e-government development.

37. The Division, in collaboration with the National Institute of Public Administration of Mexico, the Government of the State of Tabasco and the Institute of Public Administration of Tabasco, organized and conducted an international forum on preventing corruption in the management of the public space, and a workshop on strengthening capacities for leadership, professionalism, integrity and ethics to prevent corruption in the management of the public space in Latin American countries. The events were held in Villahermosa, Mexico, from 30 September to 2 October 2013. The workshop, attended by senior public service officials from Latin American countries, aimed: (a) to strengthen the capacities of public officials to analyse and understand the linkage between leadership, professionalism, integrity, ethics and corrupt behaviour in the public service; (b) to develop and strengthen leadership, professionalism, ethics, integrity and other human resource capacities, including knowledge, skills and attitudes, in the public service in Latin American countries in order to prevent corruption in the management of the public space; (c) to develop capabilities in Latin American countries to leverage information and communications technologies to prevent corruption in the public service; and (d) to develop and strengthen capacities in the leadership of the Latin American public service for engagement by citizens, civil society, and private sector actors and stakeholders to ensure transparency and accountability in the delivery of public services.

## D. Advocacy and partnership-building

### Governance and institution-building cluster of the Executive Committee on Economic and Social Affairs

38. Governance and institution-building is one of the 10 thematic clusters of the Executive Committee of Economic and Social Affairs. The cluster is composed of United Nations entities that come together to explore synergies and the possibilities for cooperation in order to better serve Member States and development stakeholders within a more integrated framework for governance and institution-building.

39. The government and institution-building platform (paconnect.unpan.org/group) was set up by the Division, which leads the cluster to facilitate online information exchange among cluster members. The Division continued to be the focal point in 2013 for collaboration among the members of the cluster, a community of civil servants and international development practitioners interested in public administration and development issues and approaches. During the year, there were 37 blog posts, 1,326 views and 27 comments on the website.

40. Seventeen United Nations agencies are currently members of the cluster, including relevant departments and offices of the Secretariat, the regional commissions, and related United Nations and specialized agencies. In April 2013, a face-to-face meeting was convened as a side event of the twelfth session of the Committee, focusing on following up the recommendations of the United Nations Conference on Sustainable Development.

**United Nations Public Service Awards and Public Service Day**

41. In its resolution 57/277, the General Assembly designated 23 June as United Nations Public Service Day to celebrate the value and virtue of service to the community. In 2000, the Economic and Social Council, in its decision 2000/231, endorsed the recommendation of the Group of Experts on the United Nations Programme in Public Administration and Finance to award prizes for contributions made to the cause of enhancing the role, prestige and visibility of public service. The United Nations Public Service Awards programme (see www.unpan.org/unpsa) is the most prestigious international recognition of excellence in public service. Through an annual competition, it rewards the creative achievements and contributions of public service institutions with respect to promoting a more effective and responsive public administration in countries worldwide.

42. The 2013 United Nations Public Service Awards Forum, United Nations Public Service Day and awards ceremony, with the theme "Transformative e-government and innovation: creating a better future for all", were organized by the Division in partnership with UN-Women, the Economic and Social Commission for Western Asia (ESCWA) and the Government of Bahrain in Manama, from 24 to 27 June 2013.

43. Nominations for the United Nations Public Service Awards increased by 28 per cent from 2012. The participation of Member States also increased, from 73 in 2012 to 82 in 2013, including 11 countries participating for the first time.

44. Three workshops were held as part of the events. A workshop on transfer and adaptation of innovative practices for improved public service delivery in least developed countries offered a platform for selected public sector managers to increase awareness of the innovations available for important areas of service delivery, specifically, knowledge and strategies for designing and implementing efficient, equitable and responsive delivery systems.

45. A workshop on promoting collaborative e-governance through innovation and information and communications technology aimed to provide a platform for senior officials to discuss trends and challenges in e-government. Through an integrated approach of academic overview and in-practice implementation, coupled with sharing of experiences and in-depth discussion, the workshop provided guidance on how government can be enabled to tackle issues and provide better public service to citizens through collaborative governance systems operating in an open and participatory manner.

46. The last workshop, on fostering participation in the context of the post-2015 development agenda, aimed at enhancing participants' capacity to conduct a self-assessment with respect to the engagement of citizens. In addition, the workshop helped to identify needs for capacity development and training requirements for tracking progress in participatory governance and citizen engagement in development management in the Arab region.

47. In addition, the Division organized, together with UN-Women, a capacity-building workshop on transforming public service delivery to advance gender equality, to examine good practices, gaps and challenges in women's access to public services; financing for gender equality and its impact on the implementation of commitments towards gender equality and women's rights were also discussed.

48. In total, 47 public organizations from the following 28 Member States received awards: Bahrain, Botswana, Brazil, Ecuador, Egypt, Ethiopia, Georgia, Germany, India, Italy, Jordan, Kenya, Mexico, Morocco, Nigeria, Oman, Pakistan, Peru, Republic of Korea, Republic of Moldova, Singapore, Slovenia, South Africa, Spain, Thailand, Trinidad and Tobago, United Arab Emirates and United States of America.

**Facilitation of World Summit on the Information Society action lines C1, C7 on e-government and C11**

49. As in the past, the Division organized the eighth facilitation meeting of action lines C1, C7 on e-government and C11 of the Geneva Plan of Action and the Tunis Agenda for the Information Society. The meeting was held during the 2013 World Summit on the Information Society Forum, held in Geneva from 13 to 17 May 2013. The facilitation meeting served as an enabling platform of World Summit outcomes for an international and multidisciplinary group of experts and national practitioners, including public officials, academics, members of civil society and private sector stakeholders, to share their experiences and exchange practices, including in the area of e-government. In collaboration with the International Telecommunication Union (ITU), the Division also organized an expert group meeting entitled "E-participation: empowering people through information and communications technologies", held in Geneva on 24 and 25 July 2013. The meeting brought together policymakers and practitioners from various developing countries with the purpose of enhancing their knowledge on e-participation by allowing them to benefit from the international expertise and to contribute, through the discussions and sharing of experiences, to the development of METEP. The participants reviewed the challenges and opportunities offered by information and communications technologies, exchanged ideas and shared experiences on existing policies, strategies and practices with a view to promoting e-participation.

50. An event entitled "Technology-enabled governance post-2015" was held on 13 May 2013, during the World Summit on the Information Society Forum. Participants heard presentations and discussions by high-level representatives from government, academia, industry and the United Nations system on how technology-enabled governance can contribute to the post-2015 United Nations development agenda and on improvements in the efficiency, effectiveness and transparency of governance processes. The primary objective of the meeting was to discuss technology-enabled governance, or e-governance, which is potentially an important development enabler for implementing and governing the post-2015 process. The Forum itself concentrated on the value of e-governance for advancing public policies post-2015.

**Internet Governance Forum**

51. The Division has been entrusted by the Under-Secretary-General of the Department of Economic and Social Affairs with supporting and overseeing the work of the secretariat of the Internet Governance Forum, in terms of both policy and administration, to ensure its effective functioning.

52. In the third year of its second five-year mandate, the Forum continued to act as the premier global multi-stakeholder platform for policy dialogue on Internet governance. The eighth session of the Forum was held in Bali, Indonesia, from 22 to 25 October 2013. The overarching theme was "Building bridges: enhancing

multi-stakeholder cooperation for growth and sustainable development", with the following sub-themes: (a) "Access and diversity: the Internet as an engine for growth and sustainable development"; (b) "Openness: human rights, freedom of expression and free flow of information on the Internet"; (c) "Security: legal and other frameworks — spam, hacking and cybercrime"; and (d) "Enhanced cooperation: principles of multi-stakeholder cooperation and Internet governance principles". Some 135 focus sessions, workshops, open forums, flash sessions and other meetings took place during the four-day event.

53. More than 2,000 participants representing 111 different countries convened in Bali, either physically or remotely. Approximately 1,704 remote connections were made to the meetings by participants in 83 different countries. All the webcast videos were uploaded to YouTube immediately after the sessions ended, allowing the public to view the proceedings. There were approximately 25 remote hubs and more than 100 remote presenters joined the main sessions and workshops. The number of participant badges issued was 1,473. As was the case in Baku for the seventh Internet Governance Forum, civil society was the stakeholder group with the most representation. In addition to the webcast, real-time transcription was also available to enhance the overall participatory experience for those in Bali and those following around the globe. Millions of interested individuals followed the proceedings through Twitter, enabling robust discussions prior to, during and after the event.

**International Association of Supreme Audit Institutions**

54. As previously noted, the twenty-second United Nations/INTOSAI symposium was held in Vienna in March 2013 (see para. 20 above). In addition to the main topic, a panel discussion on safeguarding financing for sustainable development was held in New York on 28 May 2013, chaired by the Permanent Representative of Austria to the United Nations. The Secretary-General of INTOSAI and President of the Court of Audit of Austria gave the main presentation.

55. The Division supported the United Nations participation at the twenty-first International Congress of Supreme Audit Institutions, held in Beijing in October 2013. An international congress of members of INTOSAI is held every three years.

56. The United Nations/INTOSAI joint project on collecting important literature on strengthening capacities of supreme audit institutions in the fight against corruption is aimed at supporting capacity development of auditing institutions in their anti-corruption work. It provides easy access to relevant articles on the work of INTOSAI and the United Nations in one publication, available in print and online. The publication was produced with the Board of Audit and Inspection of the Republic of Korea, in its capacity as the Chair of the INTOSAI Platform for Cooperation with the United Nations.

**Other partnerships**

57. The Division continued to build partnerships with international institutions and other stakeholders, including the Center for Public and Corporate Governance at the University of Turabo, Puerto Rico, on research and capacity development initiatives to enhance public participation and citizen engagement; with UNDP on anti-corruption activities; as well as with economic and social interest groups of the

African, Caribbean and Pacific Group of States-European Union on the post-2015 development agenda.

58. The Division also gave a video presentation to introduce the guidelines on open government data for citizen engagement at a regional conference on open data for Latin America and the Caribbean held in June 2013.

59. Also in June 2013, the Division, with ESCWA, organized a capacity development workshop on fostering participation in the context of the post-2015 development agenda and called for an assessment of each of the three building blocks of government-citizen relations (see para. 29 above) to align them with the five transformative shifts proposed in the report of the High-level Panel of Eminent Persons on the Post-2015 Development Agenda.

## E. Advisory services

60. Through its three branches, the Division carries out technical cooperation activities in the form of advisory services and training on subjects falling within its mandate. In 2013, the Division implemented a spectrum of advisory services in the field, especially in the areas of leadership, professionalism and management of the human resources in the public sector (Haiti and Rwanda); e-government capacity development to devise policies, strategies, solutions and services (Bahamas, Morocco, Qatar, United Arab Emirates, Tunisia); e-government key performance indicators (Costa Rica); methodologies and approaches for the collection of best practices in e-government development (Colombia, Panama); citizen engagement, including governance (Chad, Senegal, United States (Puerto Rico)); capacity development in open government (Bahrain, United Arab Emirates, Uzbekistan); and the use of information and communications technologies to strengthen parliamentary institutions, particularly in African and Latin American countries, including Rwanda and Haiti. The Division provided 23 advisory services in 15 countries in 2013. The findings and recommendations of advisory missions and the outcomes of training activities, including their publications, were incorporated in the normative and advocacy work of the Division and provided support to the intergovernmental dialogue at the Economic and Social Council and the Committee of Experts in Public Administration.

61. The budget of technical cooperation projects comes from the United Nations regular programme for technical cooperation, the Development Account, extrabudgetary sources such as UNDP and funds administered by UNDP, and numerous funds in trust, with contributions from donor countries, host Governments and other entities.

### United Nations Project Office on Governance

62. The Division and the United Nations Project Office on Governance jointly organized a special high-level meeting on essential leadership capacities and actions for transformational government, held in June 2013 during the United Nations Public Service Forum. The main objective of the meeting was to identify the essential key leadership capacities needed to promote effective government transformation and to build partnerships with civil society and the private sector, as well as networks at the global, national and local levels to better address socioeconomic and environmental challenges, particularly for the developing

countries. The meeting also discussed and provided recommendations on the concrete actions needed to transform government and promote effective e-government strategies so that the public sector is able to meet citizens' demands effectively and solve complex multiple crises in innovative ways.

63. The United Nations Project Office on Governance, in collaboration with the Ministry of Security and Public Administration of the Republic of Korea , hosted the second Global e-Government Forum, with the theme "Smart Government and smart society: openness, sharing, communication and collaboration", in Seoul from 21 to 23 October 2013. The main objective of the Forum was to enhance cooperation and develop working mechanisms among e-government stakeholders, including policymakers, international organizations, academia and the private sector, for nurturing common understanding of the direction of e-government in the future. The Forum also provided a good platform for sharing experiences and best practices on building e-government at the national and global levels; multifaceted viewpoints on e-government were expressed by participants during thematic sessions on three different tracks, hosted respectively by the Project Office, the Ministry and organizers of the seventh International Conference on Theory and Practice of Electronic Governance.

64. On 3 December 2013, the United Nations Project Office on Governance received a delegation from Iraq that was on an e-governance study tour. The main purpose of the study tour was to understand how to design a national e-governance centre of excellence in Iraq, with a clear structure and mandate to act as a think tank. It was agreed to cooperate further on establishing the centre of excellence and other capacity-building activities, including possibly organizing a training workshop for Iraqi chief information officers.

65. Research conducted by the United Nations Project Office on Governance on the role of e-government in achieving gender equality in Asia and the Pacific was concluded in May 2013. The research, entitled "From promoting gender equality to empowering women: role of e-government in Asia and the Pacific", was conducted in collaboration with the Asia Pacific Women's Information Network Centre of Sookmyung Women's University, in the Republic of Korea. The objective of the research was to analyse the degree to which the development of e-government in countries in the region contributed to the achievement of the Millennium Development Goal of promoting gender equality and empowering women. The research also provided an analytical framework for assessing national e-government readiness for gender equality and a toolkit to develop a national e-government action plan for gender equality and women's empowerment. The Project Office plans to continue the research in cooperation with the Economic and Social Commission for Asia and the Pacific (ESCAP.)

**Support for the implementation of the Africa i-Parliaments Action Plan**

66. Two initiatives developed under the Africa i-Parliaments Action Plan are the Bungeni Parliamentary and Legislative Information System, an open-source suite of applications for the drafting, managing, consolidating and publishing of legislative and other parliamentary documents, and Akoma Ntoso, an Extensible Markup Language (XML) standard for parliamentary, legislative and judicial documents. Another initiative involved the establishment and subsequent implementation of capacity-building activities of the Africa Parliamentary Knowledge Network. The

project was completed in June 2013 and the relevant contents and website have migrated to United Nations Headquarters servers for better management of knowledge-sharing.

## III. Lessons learned

67. Based on constructive feedback received from Member States, the subprogramme on public administration and development management will continue to enhance its research and analytical capacity with a view to aligning it to its technical cooperation and capacity-building activities. In addition, there is a need to increase the number of active partner organizations for information-sharing by various means. More innovative communications channels, including social media, will be explored to strengthen the network and identify areas for collaboration.

68. When organizing global conferences and developing initiatives in the field, the Division will strive to put in place a comprehensive risk-management strategy covering all legal, financial and political issues. It will continue to enhance its research and analytical capacity, with special reference to the issues highlighted in the post-2015 development and sustainable development agendas.

69. With the experience gained in partnering within the Secretariat and with other United Nations entities, the Division will continue to explore constructive partnerships to deliver as one. It will continue to pay attention to the composition of participants in capacity-building workshops to ensure more adequate regional and gender representation, and will take stock of the measures taken as a result of its advocacy and advisory services provided to Member States.

## IV. Strategic framework for the period 2016-2017

70. The Committee is invited to provide its comments on the proposed strategic framework for the period 2016-2017 for the subprogramme Public administration and development management of section 9, Economic and social affairs. The proposed strategic framework is as follows:

**Objective of the Organization**: To foster effective, efficient, transparent, accountable, innovative and citizen-centred public governance, administration and services for sustainable development

| Expected accomplishments of the Secretariat | Indicators of achievement |
|---|---|
| (a) Improved accessibility of information, knowledge-sharing, learning and partnerships through the United Nations Public Administration Network and the United Nations Public Administration Country Studies | (a) (i) Increase in the number of visits to and downloads from the United Nations Public Administration Network<br><br>(ii) Increase in the number of stakeholders in the area of public administration and governance benefiting from usage of an online public administration knowledge base |

| | |
|---|---|
| (b) Enhanced common understanding, resolutions and actions on public governance and administration issues | (b) (i) Increase in the number of references, recommendations and decisions in resolutions of intergovernmental bodies<br><br>(ii) Increase in the number of analytical research, advocacy, advisory, training and knowledge-sharing services, especially for the developing countries, upon request<br><br>(iii) Increase in the number of references, recommendations and decisions in national plans and policies, drawn from publications and products of the Division for Public Administration and Development Management |
| (c) Increased capacity of national and local governments for strengthening professionalism, accountability and excellence in the public sector for sustainable economic and social growth, including in the context of gender mainstreaming and development management | (c) (i) Increase in the number of entries submitted to the United Nations Public Service Awards and Public Service Day, including specific focus on gender-responsive delivery of public services<br><br>(ii) Increase in the number of public administration professionals and other stakeholders who have effectively acquired skills and knowledge in the course of training activities offered online and offline by the subprogramme<br><br>(iii) Increase in the number of methodological, technical and policy recommendations implemented by Governments as a result of advisory services and capacity-development activities delivered by the subprogramme |